MARINE LOG'S TANKER & MARITIME LEGISLATION '98 CONFERENCE

KEYNOTE ADDRESS

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22 SEPTEMBER 1998

<u>INTRODUCTION</u>

- GOOD MORNING. MR. WALDRON, FELLOW SPEAKERS, LADIES AND GENTLEMEN.
- IT IS INDEED A DISTINCT PLEASURE AND HONOR TO BE YOUR
 KEYNOTE SPEAKER AT THIS YEAR'S CONFERENCE,
 "TANKER AND MARITIME LEGISLATION". MY THANKS TO
 MARINE LOG FOR INVITING ME.
- LOOKING OVER THE CONFERENCE THEME AND AGENDA, I

 NOTICE THAT IT IS A COMPREHENSIVE ONE DISCUSSING

 VARIOUS LEGISLATION AND REGULATIONS AND THEIR

 AFFECTS ON THE TANKER INDUSTRY INCLUDING ISM

 COMPLIANCE, ENVIRONMENTAL CRIMES ENFORCEMENT

 AND SPILL RESPONSE REGULATIONS TO NAME A FEW.

- AS YOUR KEYNOTE SPEAKER, IT'S MY FUNCTION TO LAY A
 FOUNDATION FOR THE SPEAKERS THAT FOLLOW AND
 STIMULATE THE AUDIENCE THINKING PROCESS PERHAPS
 STIR THE POT A LITTLE.
- I'LL TRY TO DO THAT WITH SOME THOUGHTS ABOUT OPA 90
 IMPACT AND THE CLEAN WATER ACT, A LOOK AT SOME
 CURRENT PREVENTIONS AREAS OF EMPHASIS AND CLOSE
 WITH MY PERCEPTIONS, AS A REGULATOR, OF THE
 TANKER INDUSTRY. IN THE PROCESS, I'LL POSE A FEW
 QUESTIONS FOR YOUR CONTEMPLATION.

<u>OPA 90</u>

- IT IS AN UNDERSTATEMENT TO SAY THAT THE GROUNDING OF
 THE EXXON VALDEZ IN 1989 GREATLY HEIGHTENED
 INTEREST IN POLLUTION PREVENTION AND
 ENVIRONMENTAL PROTECTION.
- THIS ACCIDENT LED TO THE PROMULGATION OF OPA 90 WHICH
 IS THE LARGEST MARINE SAFETY TASK THE COAST GUARD
 HAS EVER UNDERTAKEN AND, AS YOU KNOW, RESULTED
 IN SWEEPING CHANGES IN OIL AND CHEMICAL
 TRANSPORTATION, PARTICULARLY IN THE AREAS OF OIL
 SPILL PREVENTION, MITIGATION, CLEANUP AND LIABILITY.

OPA 90 BUILDS ON CONCEPTS FROM THE CLEAN WATER ACT SUCH AS SECTION 301, WHICH DATES TO THE FWPCA OF 1972 WHICH STATES:

"CONGRESS HEREBY DECLARES THAT IT IS THE POLICY OF THE UNITED STATES THAT THERE SHALL BE NO DISCHARGE OF OIL OR HAZARDOUS SUBSTANCES INTO THE NAVIGABLE WATERS OF THE U.S., UPON ADJOINING SHORELINES, OR INTO OR UPON THE WATERS OF THE CONTIGUOUS ZONE..."

THAT "NO DISCHARGE" STANDARD IS WHAT MORE THAN 25
YEARS OF OIL SPILL PREVENTION REGULATION HAS BEEN
BASED UPON AND TO WHICH THE DOUBLE HULL CONCEPT,
WITH IT'S HIGH PROBABILITY OF ZERO DISCHARGE
COMPARED TO OTHER KNOWN ALTERNATIVES, IS MOST
RESPONSIVE – AND WE'RE OPEN TO ALTERNATIVES. IT'S
THE BASIS FOR THE VESSEL, FACILITY AND TRANSFER
POLLUTION PREVENTION REGULATIONS OF THE MID 1970'S
THAT DID MUCH TO RID U.S. WATERS OF ROUTINE
OPERATIONS OIL POLLUTION.

SOME SAY THAT BY OUR ADHERENCE TO DOUBLE HULLS SAY
WE'RE SACRIFICING PREVENTION OF SMALL SPILLS FOR A
HIGHER RISK OF A LARGER DISCHARGE WHICH
ALTERNATIVE DESIGNS MAY MORE LIKELY PREVENT.
THEY SAY WE SHOULD SUFFER THE SMALL SPILLS. ARE
THEY SAYING WE SHOULD ABANDON OUR NO DISCHARGE
STANDARD? IF SO, WHAT LEVEL OF DISCHARGE IS OK?
HOW MUCH SHOULD WE REGRESS? WE'RE TALKING
ABOUT A SIGNIFICANT PHILOSOPHICAL CHANGE.

DOUBLE HULLS PROTECT AGAINST THE KIND OF MINOR SPILLS
CREATED BY LOW ENERGY GROUNDINGS AND
COLLISIONS/ALLISIONS THAT ARE OUR EXPERIENCE HERE
IN THE U.S. – MANY OF THOSE IN THE PAST HAVE CAUSED
MORE THAN MINOR SPILLS, AND IN HIGH ENERGY
INCIDENTS THE HULL CONFIGURATION MAY BE
IRRELEVANT – DOUBLE HULL, MID-DECK, COULOMBI EGG
OR WHATEVER – THEY'LL ALL SPILL OIL.

BACK TO OPA 90. WHAT HAVE WE LEARNED BY ITS

IMPLEMENTATION? GENERALLY SPEAKING, PREVENTIONBASED REGULATIONS THAT ADDRESS THE CAUSES,

CONDITIONS, SITUATIONS, OR INCIDENTS THAT PRECEDE
OIL SPILLS TEND TO BE MORE EFFECTIVE IN PROTECTING
THE ENVIRONMENT THAN RESPONSE-BASED
REGULATIONS. SIMPLY BECAUSE ONCE OIL IS SPILT THE
ENVIRONMENT WILL BE AFFECTED NO MATTER HOW
WELL THE RESPONSE IS ORCHESTRATED. RESPONSE
REQUIREMENTS, THOUGH, WILL MITIGATE
ENVIRONMENTAL DAMAGE.

SIMPLY PUT: OVERALL, PREVENTION IS STILL THE BEST RESPONSE.

IF YOU CONSIDER THE DATA ON OIL SPILLS IN U.S. WATERS, IT SHOWS THAT SINCE OPA 90:

• THE AVERAGE NUMBER OF OIL SPILLS OVER 10,000
GALLONS HAS DROPPED BY ALMOST 50 PERCENT FROM
PRE-1991 LEVELS

- THE GALLONS SPILLED PER MILLION GALLONS OF OIL SHIPPED HAS BEEN DRAMATICALLY REDUCED FROM AN ANNUAL AVERAGE OF 14 GALLONS SPILLED FOR THE YEARS 1984 TO 1990 TO 5 GALLONS SPILLED DURING THE YEARS 1991 TO 1997, A 65 PERCENT DECREASE.
- AND FINALLY, THERE HAVE BEEN NO SPILLS OVER ONE MILLION GALLONS SINCE 1990. THE VOLUME OF TANK SHIP OIL SPILLS IN THE U.S. PEAKED IN 1989 AND HAS REMAINED BELOW 200,000 GALLONS SINCE 1991.
- WHY THE REDUCTION IN ACCIDENTAL SPILLS? MANY FACTORS
 HAVE COME TOGETHER TO MAKE MARINE OPERATIONS—
 TANKER OR OTHERWISE—SAFER; SPURRED CERTAINLY BY
 A HIGHER SENSE OF RESPONSIBILITY BY VESSEL
 OPERATORS BUT ALSO BY:
 - IMPROVED NATIONAL STANDARDS;
 - EQUIPMENT RULEMAKING UNDER OPA 90;
 - THE PROSPECT OF UNLIMITED LIABILITY UNDER SOME CIRCUMSTANCES;
 - HIGH PUBLIC CONCERN AND SCRUTINY;

- THE MEDIA—THE DESIRE OF OWNERS NOT TO BE A LEAD STORY ON THE EVENING NEWS;
- NATURAL RESOURCE DAMAGE ASSESSMENT AND LIABILITY;
- INCREASED CRIMINAL LIABILITY AND ENFORCEMENT ACTIONS ALTHOUGH IT ALSO PROVIDED FOR A WIDER RANGE OF CIVIL PENALTY PROCEDURES AND CHANGED THE CWA REQUIREMENT THAT A PENALTY MUST BE ASSESSED TO THAT PENALTY MAY NOW BE ASSESSED FOR A SPILL.
- IN REGARD TO THE LAST ITEM CRIMINAL LIABILITY THE

 COAST GUARD PUBLISHED A COMMANDANT INSTRUCTION
 IN JULY OF 1997 ENTITLED <u>CRIMINAL ENFORCEMENT OF</u>

 <u>ENVIRONMENTAL LAWS</u> THAT HAS LEAD TO CONCERNS
 EXPRESSED BY THE INDUSTRY THAT THE COAST GUARD
 WAS ENCOURAGING A WIDER USE OF CRIMINAL
 SANCTIONS.

- THAT'S NOT THE CASE. IN FACT, IN THE INSTRUCTION IT

 STATES THAT WE EXPECT THE VAST MAJORITY OF SPILLS
 WILL STILL RESULT IN A CIVIL PENALTY.
- WE'VE CONDUCTED A SURVEY OF ITS FIELD OFFICES TO SEE IF,
 SINCE THE PUBLICATION OF THE INSTRUCTION, THERE HAS
 BEEN AN APPRECIABLE INCREASE IN THE NUMBER OF
 VIOLATIONS REFERRED FOR CRIMINAL PROSECUTION.
- BETWEEN JULY 30, 1997, WHEN THE INSTRUCTION WAS

 PUBLISHED, AND MARCH 30, 1998, 8,357 POLLUTION CASES

 HAD BEEN INVESTIGATED. 2,010 OF THESE CASES HAVE

 BEEN HANDLED BY ISSUANCE OF A TICKET RATHER THAN

 A FORMAL CIVIL PENALTY. THE REMAINDER WERE

 EITHER NOT PURSUED AS A VIOLATION OR WERE

 REFERRED TO A COAST GUARD HEARING OFFICER FOR

 CIVIL PENALTY ACTION. FINALLY, NONE OF THESE CASES

 HAD BEEN REFERRED BY THE COAST GUARD FOR

 CRIMINAL PROSECUTION.
- OUR PURPOSE IN THE INSTRUCTION WAS TO PROVIDE

 GUIDELINES TO ALLOW A CONSISTENT APPROACH BY

 FIELD UNITS IN DETERMINING THE APPROPRIATENESS OF

 CRIMINAL PROSECUTION AND TO DO IT PROPERLY.

<u>CURRENT PREVENTION EFFORTS</u>

- SO WHAT ARE OUR CURRENT PREVENTION EFFORTS TO KEEP THE POSITIVE OIL SPILL REDUCTION TREND GOING.
- IMPLEMENTING OPERATIONAL MEASURES FOR EXISTING TANK
 VESSELS AND PHASING OUT SINGLE-HULL TANKERS, TO BE
 REPLACED BY DOUBLE HULLS CLEARLY HAVE A HIGH
 PREVENTIVE POTENTIAL.
- HOWEVER, IF WE HAVE TO DEPEND ON DOUBLE HULLS TO

 ULTIMATELY PREVENT A SPILL, SOMETHING ELSE HAS

 PROBABLY GONE WRONG. DOUBLE HULLS AND THE

 EQUIVALENT ARE SECONDARY PREVENTION MEASURES.
- FOCUSING ON THE HUMAN ELEMENT MUST BE THE PRIMARY

 PREVENTION MEASURE. IN FACT, THIS WAS THE TOPIC OF

 YOUR LAST CONFERENCE IN APRIL AT WHICH I SPOKE ON

 "THE HUMAN ELEMENT IN SAFETY".
- THANKFULLY, WE'RE PAYING MORE ATTENTION TO THE PEOPLE
 AND THE SYSTEMS THEY OPERATE IN. COMPLYING WITH
 THE PRESCRIPTIVE MATERIAL REGULATIONS ALONE JUST
 ISN'T ENOUGH.

ISM/STCW

- THE COAST GUARD HAS BEEN HEAVILY INVOLVED ON BOTH
 THE NATIONAL AND INTERNATIONAL FRONTS TO
 EMPHASIZE THE HUMAN ELEMENT.
- WE HAVE MARCHED STEADFASTLY FORWARD IN
 IMPLEMENTING THE INTERNATIONAL SAFETY
 MANAGEMENT (ISM) CODE AND THE INTERNATIONAL
 CONVENTION FOR STANDARDS OF TRAINING,
 CERTIFICATION AND WATCHKEEPING (STCW), 1995
 AMMENDMENTS.
- CAPT TOM GILMOUR, FROM MY STAFF, WILL BE SPEAKING WITH YOU SHORTLY AND IN DETAIL ON ISM COMPLIANCE.
- THE APPARENT SUCCESS, AT LEAST, IN THE INITIAL

 IMPLEMENTATION OF THE ISM CODE, SHOULD RAISE AT

 LEAST TWO CONCERNS FOR US AND WHICH YOU CAN

 ACTIVELY DISCUSS DURING CAPT GILMOUR'S TIME WITH

 YOU:
 - (1) WILL THE SMOOTH IMPLEMENTATION OF ISM LEAD TO COMPLACENCY AND A SLACKING OFF OF ENFORCEMENT?

- (2) WHAT NEEDS TO BE DONE TO REALLY
 INSTITUTIONALIZE THE SAFETLY CULTURE MADE
 AVAILABLE BY ISM THROUGHOUT THE WORLD
 MERCHANT FLEET?
- THE CHALLENGE FOR ISM AND STCW IS TO ENSURE THAT THE HUMAN ELEMENT AND SAFETY AND QUALITY SYSTEM PROGRAMS BECOME INSTITUTIONALIZED AS WE MOVE INTO THE NEXT MILLENIUM. THERE IS A LOT TO DO HERE TO INSTITUTIONALIZE THE "SAFETY CULTURE" AS ITS BEEN CALLED BEYOND A PAPER EXERCISE... BEYOND THE FIRST ROUND OF IMPLEMENTATION.

<u>PTP</u>

WHILE WE RECOGNIZE THAT IT IS OFTEN NECESSARY TO
REGULATE SPECIFIC SOLUTIONS TO TARGETED PROBLEMS,
EVEN HUMAN ELEMENT PROBLEMS, THE COAST GUARD
BELIEVES THAT A MOST IMPORTANT INITIATIVE FOR
ENHANCING SAFETY AND POLLUTION PREVENTION FOR
THE NEXT DECADE AND BEYOND WILL BE COOPERATIVE
INDUSTRY/GOVERNMENT PARTNERSHIPS THAT ADDRESS
THE HUMAN ELEMENT.

THE COAST GUARD HAS FORMAL PARTNERSHIPS WITH SEVEN INDUSTRY ASSOCIATIONS. THESE PARTNERSHIPS HAVE ALREADY YIELDED POSITIVE NON-REGULATORY POLLUTION PREVENTION ACTION, INCLUDING AN ANALYSIS OF CAUSES OF SPILLS ASSOCIATED WITH TANK BARGE CARGO TRANSFERS AND A STUDY OF THE COMMUNICATION AND BRIDGE RESOURCE MANAGEMENT ASPECTS OF TANKER ENTRY INTO COASTAL WATERS.

NEAR-MISS REPORTING

- OUR PARTNERSHIP EFFORTS ARE NOT LIMITED TO FORMAL
 AGREEMENTS WITH INDUSTRY. WE ARE ALSO WORKING
 WITH OTHER U.S. GOVERNMENT AGENCIES.
- THE COAST GUARD, TOGETHER WITH THE MARITIME

 ADMINISTRATION (MARAD), IS DEVELOPING A NATIONAL

 REPORTING SYSTEM WHICH WILL ENABLE US TO CAPTURE

 INFORMATION ON NEAR-CASUALTIES AND NEAR-MISS

 MARINE INCIDENTS.
- THE TERMS NEAR-CASUALTY AND NEAR-MISS MEAN THOSE
 EVENTS OR CIRCUMSTANCES THAT, IF ALLOWED TO
 PROGRESS WITHOUT INTERRUPTION AND WITHOUT "LAST-MINUTE" INTERVENTION OR JUST PLAIN LUCK, WOULD
 HAVE RESULTED IN AN ACCIDENT OR A MISHAP.

THE VALUE OF THESE NEAR-CASUALTIES IS THAT THERE ARE EXPONENTIALLY MORE OF THESE THAN THERE ARE CASUALTIES. THE SHEER VOLUME OF KNOWLEDGE RECOVERABLE FROM A SYSTEMATIC ANALYSIS OF THESE EVENTS PROMISES TO POINT THE WAY TO THOSE KEY INTERVENTIONS THAT SHOULD PREVENT CASUALTIES. THIS PROJECT WILL IDENTIFY THE BEST APPROACH TO ANALYZING THESE INCIDENTS, CAPTURING THE RIGHT INFORMATION, AND DISSEMINATING IT TO THE RIGHT PEOPLE.

PAWSS/AIS

ANOTHER AREA OF CRITICAL IMPORTANCE TO POLLUTION
PREVENTION IS IMPROVING AND PREPARING OUR PORTS
AND WATERWAYS INFRASTRUCTURE FOR THE
CHALLENGES OF THE 21ST CENTURY, INCLUDING A
PROJECTED TRIPLING OF WORLD MARITIME TRADE BY
2020.

TO MEET THIS CHALLENGE THE COAST GUARD, OTHER
GOVERNMENT AGENCIES, AND INDUSTRY STAKEHOLDERS
WILL BE MEETING TOGETHER IN NOVEMBER AT A
CONFERENCE ON THE U.S. MARINE TRANSPORTATION
SYSTEM, CHAIRED BY SECRETARY SLATER.

THE CONFERENCE WILL BE BASED UPON INFORMATION FROM SEVEN REGIONAL LISTENING SESSIONS – MANY OF YOU TOOK PART IN THOSE. WE'LL BE CREATING A GOVERNMENT/STAKEHOLDER VISION AND FRAMEWORK TO MOVE TOWARD PORTS, WATERWAYS AND INTERMODAL CONNECTIONS IN THE 21ST CENTURY THAT ARE SAFE, SECURE, ENVIRONMENTALLY SOUND, EFFICIENT AND ACCESSIBLE TO A WIDE RANGE OF USERS.

A PROCESS TO BE EXECUTED AT THE LOCAL PORT LEVEL – NOT INSIDE THE BELTWAY.

AS A SEPARATE BY RELATED EFFORT, THE COAST GUARD WILL
BE CONDUCTING WATERWAYS ASSESSMENTS AT THE
PORT LEVEL WITH LOCAL GOVERNMENT AND INDUSTRY
STAKEHOLDERS IN CONJUNCTION WITH OUR PORTS AND
WATERSWAYS SAFETY SYSTEM PROJECT (PAWSS). THESE
ASSESSMENTS INCLUDE DEVELOPING RISK FACTORS AND
HISTORICAL ACCIDENT RATES, AND EXAMINING CURRENT
AND AVAILABLE NAVIGATION SAFETY ACTIVITIES THAT
OFFSET THESE RISKS, SUCH AS TRADITIONAL AIDS TO
NAVIGATION; TRAFFIC SEPARATION SCHEMES; EXISTING
VESSEL TRAFFIC SERVICES; AND PILOTAGE
REQUIREMENTS.

PORTS AND WATERWAY SAFETY SYSTEMS (PAWSS) IS A
PROJECT TO PROVIDE VESSEL TRAFFIC SERVICES IN PORTS
WITHOUT THAT TECHNOLOGY. BUT ONLY WHERE
TRADITIONAL, LESS COSTLY TRAFFIC MANAGEMENT
MEASURES DON'T PROVIDE A SUFFICIENT THRESHOLD OF
SAFETY.

PERCEPTIONS OF INDUSTRY AS A REGULATOR

I WOULD LIKE TO CLOSE MY TALK WITH MY PERCEPTION, AS A REGULATOR, OF THE TANKER INDUSTRY.

MY 32 YEARS IN THE COAST GUARD HAVE BEEN SPENT MOSTLY
IN THE MARITIME SAFETY AND MEP REGULATORY
FUNCTIONS IN VIRTUALLY EVERY POSITION FROM
MARINE INSPECTOR TO CAPTAIN OF THE PORT AND OCMI –
AND NOW DIRECTOR OF THE COAST GUARD'S MARINE
SAFETY AND MARINE ENVIRONMENTAL PROTECTION
PROGRAMS.

I HAVE WATCHED, AND BEEN PART OF, THE COAST GUARD'S RESPONSE AND THE TANKER INDUSTRY'S RESPONSE TO ENVIRONMENTAL CONCERNS MOSTLY PUNCTUATED BY EXTRAORDINARILY SERIOUS CASUALTIES. I HAVE TAKEN A DIRECT PART, ALONG WITH MANY OF YOU, IN THE TRANSITION FROM WHAT NOW, IN HINDSIGHT, WOULD SEEM A MINIMAL PREVENTION EMPHASIS AND NO RESPONSE CAPABILITY, EITHER NATIONALLY OR INTERNATIONALLY, IN THE MID-1960'S TO TODAY'S VERY EXTENSIVE PROGRAMS IN BOTH AREAS. CLEARLY THE STANDARDS HAVE RISEN.

I'VE WITNESSED WHAT I'D CHARACTERIZE AS AN INDUSTRY
RESPONSE TO EXPANDING REGULATION FROM A POSTURE
32 YEARS AGO OF, PERHAPS AT BEST, "TELL ME WHAT I
HAVE TO DO, AND I'LL DO IT - MAYBE" TO TODAY'S VERY
PROACTIVE INVOLVEMENT IN THE REGULATORY PROCESS
AND PARTNERING – AND IN MANY CASES INDUSTRY
EXCEEDING WHAT'S REQUIRED. THE BENKERT AWARDS
PRESENTED TO NUMEROUS COMPANIES IN THE INDUSTRY
AT THE ANNUAL API TANKER CONFERENCE LAST JUNE IS A
TESTIMENT TO THAT.

- INDUSTRY HAS RECOGNIZED THAT IT MUST DO BETTER IT

 MUST IMPROVE ITS IMAGE. IT MUST CONTINUE TO

 ADDRESS THE HUMAN ELEMENT. THE SAFETY CULTURE

 CONTINUES TO GROW.
- THE INTERNATIONAL SAFETY MANAGEMENT (ISM) CODE IS AN EXAMPLE OF CLEAR COMMITMENT ON THE PART OF INDUSTRY TO A CULTURAL CHANGE WE ACHIEVED A 100% COMPLIANCE RATE FOR U.S. FLAG TANKERS BY THE JULY 1, 1998 DEADLINE.
- THE SUCCESSFUL IMPLEMENTATION OF THE ISM CODE SHOULD NOT ONLY BENEFIT THE DAY TO DAY OPERATIONS OF THE TANKER INDUSTRY; IT WILL GO A LONG WAY TOWARD ENHANCING THE TANKER INDUSTRY'S IMAGE AS SAFE OPERATORS.
- BUT MORE MUST BE DONE. ESPECIALLY SINCE THE PUBLIC DOES NOT UNDERSTAND THE VALUE OF THE MARINE TRANSPORTATION SYSTEM IN GENERAL, LET ALONE THE VALUE OF THE CONTRIBUTION OF THE TANKER SEGMENT TO THE ECONOMY AND PROTECTION OF THE ENVIRONMENT.

- IN SUMMARY, WE'VE COME A LONG WAY <u>TOGETHER</u> IN 30
 YEARS IN IMPROVING MARITIME SAFETY AND MARINE
 ENVIRONMENTAL PROTECTION. BUT WE STILL HAVE
 WORK TO DO. OUR FOCUS ON PREVENTION STILL THE
 BEST RESPONSE MUST CONTINUALLY SEEK THE BEST
 INVESTMENTS; THOSE THINGS WITH THE MOST RETURN
 FOR OUR MUTUAL INVESTMENT OF RESOURCES.
- THIS CONFERENCE EMPHASIZES LEGISLATION AND

 REGULATION AND ITS IMPLEMENTATION SUCCESSFULLY

 IMPLEMENTING WHATS ON THE AGENDA IS ESSENTIAL

 AND WILL KEEP US ALL WELL EMPLOYED.
- BUT, WE MUST ALSO CONTINUE TO SEEK NON-REGULATORY
 SOLUTIONS WHERE POSSIBLE THROUH PARTNERSHIP
 AGREEMENTS. PARTNERING AND EMPHASIS ON THE
 HUMAN ELEMENT MAY WELL BE OUR <u>BEST</u> INVESTMENTS
 AS WE MOVE INTO THE NEW MILLENIUM.
- TODAY AND TOMORROW WILL PROVIDE A GREAT

 OPPROTUNITY TO PARTNER INFORMALLY AND EXCHANGE

 VIEWS AS WE WORK TOGETHER ABOUT LEGISLATION AND

 REGULATION AND ITS IMPLEMENTATION MAKE THE

 MOST OF IT.